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Conclusions of the High-level Committee on Management at its twenty-third session (Madrid, 15 and 16 March 2012)

Contents

		Page
I.	Introduction	3
II.	Adoption of the agenda and the programme of work	3
III.	Dialogue with the federations of staff associations	4
IV.	Security and safety of staff	4
	A. Briefing by the Under-Secretary-General for Safety and Security	4
	B. Update on private security companies and on the security level system	6
	C. United Nations security management system policies approved by the Inter-Agency Security Management Network at its sixteenth session	8
V.	Improving the efficiency and effectiveness of the United Nations system	9
VI.	High-level Committee on Management networks	13
	A. Human resources	13
	B. Finance and budget	16
	C. Procurement	19
	D. Information and communications technology	22
VII.	Dual location of the Chief Executives Board for Coordination secretariat	23
VIII.	Other business	24
	A. Current financial situation of the United Nations Educational, Scientific and Cultural Organization and what the United Nations system can do to help	24
	B. Gender mainstreaming and gender equality: system-wide action plan for gender equality and the empowerment of women — an accountability framework	24
	C. United Nations System Staff College: training and learning programmes for the United Nations system	25

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D. Environment Management Group sustainability report 26

IX. Conclusions resulting from the executive session 27

Annexes

I. List of participants 28

II. Checklist of documents 33

III. Statement by the Federation of International Civil Servants' Associations 35

IV. Statement by the Coordinating Committee for International Staff Unions and Associations of the United Nations System 38

V. Comments by the United Nations International Civil Servants Federation on the report of the High-level Committee on Management on its twenty-third session 42

I. Introduction

1. The High-level Committee on Management held its twenty-third session in Madrid on 15 and 16 March 2012, hosted by the World Tourism Organization (UNWTO). The meeting was chaired by the Committee's Vice-Chair, Jan Beagle, Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS).

2. The members of the Committee were welcomed by Taleb Rifai, Secretary-General of UNWTO. He noted that UNWTO was one of the latest additions to the United Nations system and that he was very pleased to host the meeting. He emphasized the importance of synergies among the organizations of the system, which needed to strategize and deliver in an integrated manner, while preserving the advantages and core competencies of individual organizations. The Secretary-General of UNWTO also stressed the importance of the work of the Committee in addressing one of the major challenges for the United Nations system: how to remain relevant. "Delivering as one" was key to successfully addressing the challenge of relevance, as it reflected the perception of the outside world about the system's commitment to that objective.

3. The Committee was then addressed by means of teleconferencing by its outgoing Chair, Josette Sheeran, Executive Director of the World Food Programme (WFP). She stated that she deeply regretted not being able to attend the meeting. She thanked the Committee for its work during her tenure, emphasizing the Committee's importance in building a stronger United Nations and increasing its credibility and its ability to help those who needed it most. She stressed how the work of the Committee, which lacked visibility, provided the backbone for the building of a more effective, efficient and transparent United Nations system. In that respect, the Chair underlined the importance of the Secretary-General's change management agenda as a critical initiative to which the work of the Committee would have to contribute.

4. The Chair concluded by urging the Committee to move ahead on the range of critical issues under its consideration and by thanking its Vice-Chair for the knowledgeable and insightful advice and support that she had provided during the course of her tenure. She had been an invaluable asset in promoting the broad-ranging management reforms that were needed to ensure that all Committee member organizations carried out their missions as effectively and efficiently as possible.

5. The Vice-Chair thanked the Chair and noted that, since presiding over her first session in February 2009, she had led the Committee with great energy and commitment, very mindful of the importance of its work in making the United Nations system more effective and efficient in achieving results. She wished her well in her new duties with the World Economic Forum.

6. Before opening the session, the Vice-Chair expressed appreciation to the Spanish authorities, including the Secretary of State for Foreign Affairs, Gonzalo de Benito Socades, for their hospitality.

II. Adoption of the agenda and the programme of work

7. The agenda as adopted by the Committee is reflected in the table of contents.

8. The list of participants is provided in annex I to the present report; the checklist of documents is provided in annex II; the statement made by the Federation of International Civil Servants' Associations is provided in annex III; and the statement by the Coordinating Committee for International Staff Unions and Associations of the United Nations System is provided in annex IV. All documents related to the session are available from the website of the United Nations System Chief Executives Board for Coordination (CEB) at http://www.unsceb.org/ceb/mtg/hlcm/march-2012/.

III. Dialogue with the federations of staff associations

9. The federations of staff associations and the Committee engaged in a dialogue on agenda items 1 through 5. The dialogue took place during the discussions on the items, with relevant interventions made by the federations.

10. One of the key messages put forward by the federations was that the staff and the organizations, while mindful of the difficulties of the current financial environment, were reaching their limits with regard to what they were being asked to do with fewer resources. The federations also stressed the importance of working to strengthen the trust and confidence of the outside world in the United Nations, to engage staff and to improve working methods.

IV. Security and safety of staff

A. Briefing by the Under-Secretary-General for Safety and Security

11. Emphasizing the inter-agency nature of the United Nations Security Management System and the pivotal role of the Inter-Agency Security Management Network in formulating policy for safety and security in the United Nations system, the Under-Secretary-General for Safety and Security informed Committee members that security had become an increasingly difficult issue for the United Nations system in many places in the world. Despite the fact that the past two years had presented many challenges for the agencies, funds and programmes that had gone far beyond budgetary challenges, there were still many questions from Executive Heads as to why so much security was needed. However, it was clear that the United Nations no longer served only in places plagued by insecurity and crime or in post-conflict environments; the Organization was increasingly being asked to serve in areas of conflict, which presented challenges requiring commitments that must be balanced with responsibility towards personnel.

12. The Under-Secretary-General stressed that while he was a great proponent of due diligence, it must be understood that the United Nations was being targeted even when carrying out development and humanitarian programmes, as seen in Abuja. What was therefore needed was a cultural change in the United Nations as it began to understand the threats and risks that it faced. At present, there is great concern about the entire Sahel region, to which teams had recently been sent to review facilities. In this regard, the Under-Secretary-General urged that the resulting recommendations of the Department of Safety and Security to designated officials and country focal points not be ignored.

13. The Under-Secretary-General described some of the achievements of the United Nations security management system over the past year, including the abolishment of the security phase system, the change made to the "how-to-stay" paradigm and the implementation of the security level system, which allowed for the analysis of threats and the development of a more robust programme in that regard. He stressed that the security level system had not replaced the phase system but was part of a consolidated approach that permitted the analysis and rating of threats on a global basis using common criteria, assisting in prioritization where security funding was applied. He reminded Committee members that the system was jointly funded, with the organizations providing approximately half of the funding, and pointed out that the Department had less than a 2 per cent vacancy rate in terms of the 2010-2011 budget.

14. The Under-Secretary-General made the point that because the Department was not a national Government security entity, but rather a structure focused only on the security of the personnel, premises and assets of the United Nations system, there was a reliance on Member States to provide protection. Thus, increased threat and risk analysis and greater openness with Member States about the security situation in countries were needed. In this respect, the Department would continue to promote openness and transparency with Member States through specific security outreach efforts.

15. The Under-Secretary-General then turned to the issue of survivor support, which remained a challenge for the United Nations system. Although a framework was now in place for more timely and better responses to attacks, as seen since the attack in Abuja, much remained to be done to support victims of terrorist attacks and other crises, including by providing medical and psychosocial support, especially in places where transport and medical care were not easily obtained. Victim support was recognized as a multifaceted issue far beyond the scope of security and strongly linked to human resources aspects. The Committee was informed that the Secretary-General's Policy Committee would soon be holding a meeting on survivor and family support and would bring the conclusions reached at the meeting to the next session of CEB to encourage the organizations to work together in a crisis response mode. Recognizing that the United Nations system already faced issues with regard to those injured in the Abuja attack, the Under-Secretary-General asked that flexibility be shown across the United Nations system in the consideration of working arrangements for those persons.

16. The Under-Secretary-General highlighted the fact that the Inter-Agency Security Management Network had become more relevant and timely in facilitating the formulation of policies. In addition, improvement in the quality of training for international and local personnel and a focus on training in high-risk missions had served to improve the quality of the service provided by security personnel. As personnel at large also needed to assume responsibility for their own security, the Department had recently rolled out a new version of the *Basic Security in the Field* CD-ROM, and there would soon also be a new version of the *Advanced Security in the Field* CD-ROM. For the implementing partners of the United Nations system, outreach programmes had been conducted as part of the Saving Lives Together framework, which was aimed at providing guidance, best practices and advice to non-governmental organizations.

17. The Under-Secretary-General indicated that while security programmes were expensive, it was imperative to exercise due diligence in ensuring security for personnel. Turning again to the Sahel, he urged that the concerns that he had expressed, including with respect to the necessary investments, be taken to heart.

18. In conclusion, the Under-Secretary-General noted that in future, issues would continue to arise with respect to balancing the reality of limited resources with the need to provide the necessary levels of security. Proactive, not reactive, thinking was necessary in order to accurately identify threats and thereby ensure that the most was obtained where it was needed and within the amount of funds available.

19. The Committee expressed its appreciation for the update on security, stressing that, because it was important to recognize that safety and security would have a growing impact on the management of United Nations organizations, Committee members needed to be fully informed regarding developments in that area. Furthermore, organizations should, internally as well as collectively, continue to look at the most suitable approaches to integrating safety and security requirements into programmes, in a manner that was sustainable, financially sound and politically acceptable.

B. Update on private security companies and on the security level system

20. The Under-Secretary-General informed the meeting participants that the United Nations was currently using private security companies in certain situations but that there was no common approach with regard to the use of such companies, nor any special contractual modality in place for doing so. At a Policy Committee meeting held in May 2011, it had been recognized that the use of armed private security companies posed reputational risk to the United Nations and should be used as a last resort, after first considering what support might be provided by the host country, Member States and United Nations staff. Only if none of those options was feasible should the United Nations consider using private security companies. Subsequently, the Policy Committee tasked the Inter-Agency Security Management Network with formulating a clear policy and guidelines for the use of private security companies. The Under-Secretary-General acknowledged that this had been and continued to be a very controversial issue, with certain organizations adamantly opposed to their use and the staff federations expressing serious concerns. While sharing those concerns, he recognized that if there was a need to resort to private security companies, there was also a need to ensure that they were used properly. There was consensus within the United Nations security management system that private security companies should be used only as a last resort. If organizations believed that they had no other choice, it was important that there be clear policies and guidelines regarding the use of such companies, which made the ongoing work being done to that end critical.

21. The Committee was also informed that an Inter-Agency Security Management Network working group that also included representation of the staff federations had drafted a policy and guidelines on the use of armed private security companies. The Office of the United Nations High Commissioner for Human Rights had been asked to address issues with human rights implications in the draft policy. A model contract had also been produced, and the United Nations security management

system already had in place a universal policy on the use of force for United Nations civilian personnel, as well as provisions for security officer training. The industry itself was working on self-policing regulations, including a code of conduct for private security companies.

22. At its sixteenth session, the Inter-Agency Security Management Network had extensively discussed all the work done so far in this area and had been asked to conduct inter-organizational consultations with a view to providing further comments on the policy and the guidelines by 15 March. The intention was to have an agreed-upon package to submit to the Secretary-General over the next two months with a view to presenting it to the Committee and CEB at their sessions in the latter part of 2012. While emphasizing that even if one organization used private security companies, that posed reputational risks to the United Nations at large, the Under-Secretary-General strongly urged the organizations to engage in broad consultations and to provide their comments, noting that there was a need to have an agreed and strict policy in place, not least because private security companies were already being used within the United Nations system.

23. The staff federations, while expressing appreciation for the openness of the Department of Safety and Security in the discussions that had taken place so far and its participation in the working group, noted that they opposed the use of private security companies. The federations' view was that if the services of such companies were needed, that raised the question of whether staff should be present at all. In this context, the federations reiterated their concern at the concept of "how to stay", as opposed to that of "when to leave". The concern was also expressed that the use of private security firms could lead to the inadvertent use of mercenaries or individuals who had participated in crimes against humanity. The United Nations system could not be associated with such individuals, even through outsourcing mechanisms.

24. Recognizing the sensitivity and complexity of the issues at hand, the Committee underlined the importance of continued and detailed consultations in which issues were carefully considered, such as the thorough screening of private security companies to be engaged when all other options had been exhausted, as the system moved forward.

Security level system

25. The Under-Secretary-General summarized the discussions held at the previous meeting of the Network, during which the security level system had been reviewed after having been in place for just over one year. Although he had supported abolishing the use of the single aggregate security level, as he believed that employing a single weighted number created confusion, he informed the Committee that the Network, after a robust discussion, did not wish to tinker with the security level system and had decided to continue using a single weighted number. Although he still believed that the use of a single aggregate security level for a given location should be abolished, he supported the Network's decision that the single number would thenceforth be downplayed in threat and travel advisories and that the individual security level would be indicated for each category of threat, with the category with the highest number highlighted.

26. The Committee agreed with the Department that it was important not to give too much weight to the total numerical security rating provided by the security level

system, but rather to look at the various component numbers. Not doing so could lead to the misinterpretation of security risks and failure to take appropriate mitigation measures.

C. United Nations security management system policies approved by the Inter-Agency Security Management Network at its sixteenth session

27. The Under-Secretary-General introduced the five United Nations security management system policies that had been approved by the Inter-Agency Security Management Network at its sixteenth session, of which the Committee's endorsement was requested:

(a) Arrest and detention: this policy was premised on the understanding that the arrest and detention of United Nations personnel was a legal rather than a security issue. The Committee was assured that the Department of Safety and Security would continue to track arrests and detentions and to include the data in the annual report on the safety and security of United Nations and associated personnel;

(b) Close protection: the policy reflected a previous policy that had been put in place in 2008, with minor modifications;

(c) Hostage incident management: this policy, which was already set out in the Field Security Handbook, reaffirmed the Department's management of hostage incidents, which was critical. There was a need to articulate the fact that the Department took control in hostage situations, while working with the agencies, funds and programmes;

(d) Relations with the host country on security: this policy, which applied to both headquarters locations and field locations and allowed for the differences between them, served to reaffirm the fact that the United Nations operated in host countries and, while it might not be possible to hold them accountable, had to ensure that they understood their obligations to the United Nations;

(e) Fire safety: the United Nations security management system had a remit for aviation, road and fire safety, and until now the United Nations system had never had a uniform fire safety policy in place. Fire safety concerns covered the entire spectrum of facilities, from large installations to the smallest offices in the field, and while the policy had some cost implications, the safety of personnel was an overwhelming priority.

28. The Committee was supportive of the work of the Inter-Agency Security Management Network and its initiatives, including the fire safety and road safety policies. However, the Committee indicated the need for better system-wide communication to staff on those topics.

29. With respect to concerns raised with respect to host country relations in the area of security, the Committee recognized that the capacity of host countries to protect varied significantly. There was a universal need for dialogue with the relevant parts of host Governments. This need applied not only to programme countries, but also to headquarters duty stations. Such discussions would benefit from the inclusion of items such as fire safety.

30. The Committee:

(a) Expressed appreciation to the Under-Secretary-General and to the Department of Safety and Security for their effective work on behalf of the United Nations system;

(b) Took note of the update on private security companies, noting the progress made and the importance of ongoing considerations and consultations on this issue. The Committee expressed its appreciation for the timeliness of the update received and urged organizations to provide input on the proposed policy and guidelines;

(c) Took note of the review by the Inter-Agency Security Management Network of the security level system one year after its implementation and of the Network's recommendation that the system not be changed at this time, but rather that the five component categories of threats and hazards be emphasized in travel advisories, with attention drawn to the threat category with the highest number;

(d) Endorsed the following policies approved by the Network at its sixteenth session for inclusion in the United Nations security management system Security Policy Manual and promulgation within the system: arrest and detention, close protection, hostage incident management, relations with the host country on security, and fire safety.

V. Improving the efficiency and effectiveness of the United Nations system

31. At its workshop held on 17 November 2011, the Committee completed its discussion, begun early in 2011, on high-yielding measures in the planning stage or put in place across the United Nations system with the aim of improving efficiency and controlling costs, as well as on difficult issues with which Committee member organizations were repeatedly confronted when working to improve efficiency and effectiveness.

32. Some preliminary work done by the Committee on this matter was discussed at the CEB breakfast session held in April 2011, after which the Secretary-General requested the Committee to support the overall change management process that he had asked the Deputy Secretary-General to lead, by undertaking further work on how the United Nations system could "do more with less".

33. Concurrently with the Committee's work, the Secretariat, under the auspices of the Deputy Secretary-General, established a Change Management Team. The aim of the Team was to further develop the ways in which the United Nations could modernize operations, make efficiency gains and deliver its work faster and more effectively.

Change Management Team

34. The Committee heard a presentation by the Chair of the Change Management Team, Kim Won-soo, Deputy Chef de Cabinet. The presentation was made using the remote participation platform procured by the International Telecommunication Union (ITU).

35. The change plan built upon the Secretary-General's vision for the organization: a modern, engaged and efficient Secretariat, founded on improved transparency, accountability and quality and confidence in the United Nations and its ideals. The Committee was briefed on the four principal areas addressed by the change plan:

(a) Enhancing trust and confidence: towards a more stakeholder- and client-oriented organizational culture;

(b) Engaging staff: a global, dynamic, adaptable, meritocratic and physically secure workforce;

(c) Improving working methods: a more open and accountable United Nations with streamlined procedures;

(d) Rationalizing structures and functions: optimal locations, common services and expanded partnerships.

36. The Committee was reminded by the Chair of the Change Management Team that for the first time in recent history, the United Nations budget had been reduced by 5 per cent and that underpinning the change management programme was the requirement of the Secretary-General for delivery at the same level with fewer resources.

37. Members of the Committee recognized that changes put forward by the Secretariat would inevitably have an impact on all organizations, most notably the funds and programmes. Close collaboration was requested to ensure that the Secretariat considered the diverse business models and mandates of the organizations of the system in moving to implement the changes.

38. Members cited examples of change managemen initiatives under way in their organizations and emphasized the need to share lessons learned and best practices with the Change Management Team. Clarity was sought with respect to how a meaningful level of interaction would best be achieved within a short time frame. In addition, the need for the ongoing monitoring and evaluation of change management programmes was considered to be an important requirement.

39. Interest was expressed in the Secretariat's approach to the reinvestment of savings. Together with initiatives to improve cost and time efficiencies, build on common services and outsource within the system, some organizations were now planning to include in their approaches assessments of value for money and, more generally, impact.

40. Inter-agency mobility was highlighted as an area in need of greater attention. Clear and explicit accountability for the implementation phase of any change process, it was argued, was a key requirement for its success, as was the wider engagement of staff. The need to be coherent when identifying what priorities were being pursued and how they were being achieved was also emphasized.

41. With respect to expectations that more be delivered with fewer resources, the representative of the Federation of International Civil Servants' Associations underlined the importance of engaging with staff and gaining their confidence, by not undermining the role of staff representatives within the overall change management framework.

42. In his closing remarks, the Chair of the Change Management Team echoed the importance of building trust and confidence between staff and senior management in developing the details of the plan. In this regard, he recognized that enhanced collaboration and knowledge-sharing would be beneficial, given that organizations faced similar issues, had learned from a series of approaches and reported to Member States. In furtherance of a coherent position, the Change Management Team was convening senior management cluster meetings. He assured the Committee that the United Nations system would be included in that process. The subject would be further discussed by the members of CEB at its next meeting in April.

Subcommittee on Improved Efficiency and Cost Control Measures

43. The Chair of the Subcommittee on Improved Efficiency and Cost Control Measures, Alexander Aleinikoff, Deputy High Commissioner for Refugees, reported on the conclusions of the Subcommittee, an exercise carried out in close consultation with the Change Management Team.

44. This phase of the Subcommittee's work centred on those areas considered most promising in the search for economies of scale and improved administrative efficiencies. A workshop had been organized by the CEB secretariat and held on 17 November 2011, with 10 duty stations connected by means of video/audioconferencing and with 20 Committee member organizations represented. The objectives were to share experiences with regard to what did and did not work in increasing efficiency and cutting costs, and to identify system-wide or agency-specific barriers to the establishment of efficiency measures. The workshop was designed to increase understanding and awareness among participants of successful (and unsuccessful) measures that had been taken to improve efficiency and cut costs. The workshop also provided an opportunity to share experiences and lessons learned regarding feasibility, obstacles to added value, visibility/recognition and timing that could be applied across the system or within individual organizations, as appropriate. A central point of the discussion was that the focus on cost savings and improved efficiency should lead to reinvestment in the core programmes of organizations.

45. A summary of initiatives (either proposed or implemented) that had furthered the achievement of efficiency gains and cost avoidance was presented. The initiatives were in the following areas:

- Collaborative procurement
- Common Treasury systems
- Procurement solutions in the field
- Information and communications technology (ICT) solutions in the field
- Conference services
- Reducing travel expenses
- Effective ICT service sourcing
- Outsourcing/outposting
- Single-layer procurement

- Delaying/freezing of posts/delay of recruitment

Remote participation

46. As an example of ICT-enabled cost control and efficiency improvement measures, the representative of ITU demonstrated the Union's remote participation platform. This initiative was presented as a step towards client orientation and a platform through which to change an organizational culture that was no longer financially viable for stakeholders.

47. The representative of ITU noted that, while technical solutions were readily available, challenges cited as impeding the uptake of best practices, including paperless meetings and remote participation, tended to be cultural, procedural and legal in nature. As an early adopter, ITU had responded to the emerging trend of access independent of location.

48. The Committee was informed that the governing body of ITU had mandated the use of electronic working methods. In 2010, after having introduced mostly paper-free meetings, ITU delegates had adopted a resolution mandating the introduction of remote participation for governing body meetings as well as other events. Since then, ITU had been piloting various forms of remote participation technologies at more than 1,000 meetings, some of which had involved several thousand remote participants.

49. The discussion that ensued reflected the interest of many organizations in the practical considerations and financial benefits of leveraging the remote participation platform. While it was recognized that the constituency of ITU was of a largely technical nature, the needs addressed by such technologies were now common to all organizations. Dialogue continued on a range of points raised during the presentation, particularly how ITU had overcome the challenges encountered.

50. The Committee:

(a) Expressed its appreciation to the Chair of the Change Management Team, the Chair of the Subcommittee on Improved Efficiency and Cost Control Measures and the representative of ITU for their presentations;

(b) Noted that while organizations had different business models, many change management initiatives under way in the system converged and/or were complementary. The Committee agreed to continue to share best practices;

(c) Agreed to take up, on a voluntary basis, the challenge of implementing at least three cost-cutting and efficiency measures in members' organizations, building on the experiences of other organizations shared in the course of the exercise. Members agreed to share progress made and lessons learned after one year;

(d) Took note of the report of the Change Management Team and agreed to consider any follow-up action with respect to issues that might require alignment or coordination at the system-wide level;

(e) Requested the Change Management Team to engage organizations of the system in all phases of the change management process and to include other organizations in the relevant steering committee.

VI. High-level Committee on Management networks

A. Human resources

Outcome of the seventy-fourth session of the International Civil Service Commission

51. A Co-Chair of the Human Resources of Network, Ana Luiza Thompson-Flores of the United Nations Educational, Scientific and Cultural Organization (UNESCO), presented the outcome of the seventy-fourth session of the International Civil Service Commission, noting that the Network's collaboration with the Commission had been effective during the past six months and that concerns of the organizations had in general been duly taken into consideration by the Commission.

52. The central issue of the Commission's discussion was related to General Assembly resolution 66/235, entitled "United Nations common system: report of the International Civil Service Commission", and concerned the "feasibility and suitability of possible measures to reflect in the administration of the post adjustment system the pay freeze of the comparator civil service" (see sect. B.1 of resolution 66/235).

53. In the conclusions of its deliberations, the Commission decided to report to the General Assembly that:

(a) The Commission did not have the authority to take measures in the administration of the post adjustment system that were not consistent with the United Nations/United States margin methodology, as established by the General Assembly;

(b) The existing mechanisms for adjusting United Nations salaries were working well, and the Commission was therefore not convinced of the suitability of introducing additional measures to reflect, in the administration of the post adjustment, the pay freeze in the comparator civil service;

(c) If the General Assembly should decide that such additional measures were necessary, it would be technically possible to implement them in the post adjustment system on the basis of the margin management arrangements already in place. In that case, it would be desirable that any such measure be a one-time event, with a finite duration.

54. The Human Resources Network was in agreement with the Commission that the current mechanisms for adjusting salaries were working well. The Co-Chair of the Network also indicated that such mechanisms were likely to lead to a freeze from 1 January 2013, as the ceiling of 120 per cent with respect to the comparator was being reached.

55. There was broad consensus in the Committee that the decision of the Commission was in line with the views of organizations. Members fully recognized the financial pressure that Member States were under and the financial realities in the civil service of the comparator. Thus, they were confident that the existing methodology would promptly reflect those realities. Furthermore, there was broad support for the Commission's recommendation that it was not advisable to make ad hoc changes to a methodology that appeared to be producing the results that many Member States wished.

56. The Network also supported the Commission's decision to increase danger pay for locally recruited staff to 30 per cent of net midpoint and to delink danger pay from pay scales. This measure recognized the risks to which national staff were exposed. In addition, the decision was supported by the staff federations, which noted that local staff were exposed to equal or greater risks compared with international staff.

57. The Co-Chair of the Network also presented the Commission's decision concerning the new standards of conduct for United Nations staff. Organizations were expected to incorporate the new standards into legal frameworks, and the Commission requested speedy implementation.

58. In the ensuing discussion, there was consensus that the final decision on a salary freeze fell under the purview of Member States, and the need for the United Nations to react to and reflect global financial realities was clearly recognized. There was also agreement regarding the fact that as long as the existing methodology worked to mirror realities in the comparator, it would not be necessary to make ad hoc changes. Furthermore, the Committee agreed with the Commission that if ad hoc changes should be made, they would need to be time-bound.

59. Furthermore, the Committee noted that all organizations had taken a wide range of austerity measures to respond to the financial realities that they were facing. This had already triggered work to achieve cost savings and efficiency. There was a feeling by a number of organizations that cost-cutting in areas other than human resources was a way to reflect financial realities without risking the loss of high-performing staff and without reducing the ability to attract new, talented staff. Nevertheless, it was recognized that there was a need for data with respect to how the system was performing in terms of the ability to recruit.

60. The Human Resources Network then reported to the Committee on the discussion related to inter-agency mobility. The Inter-Organization Mobility Accord, approved by the Committee in 2005, had been very difficult to implement. After many years of concerted efforts to identify agreeable text, the Network, at its autumn 2011 sessions, had taken note of the persisting legal obstacles related to the applicability of the Accord and agreed to reinstate the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances as from 1 January 2012, with some minor modifications.

61. The edited text of the Agreement, as approved by the Network at its February 2012 meeting, was submitted to the Committee for its endorsement. The recommendations of the Network included continued work on specific modalities that might enhance further inter-agency mobility. In this context, the Network agreed that there was a need for continued discussions among organizations on specific topics in need of clarification, including compliance and inter-agency mobility in general, as well as the regulated schemes of transfer, secondment and loan, which might be addressed in a guidance paper.

62. The Committee approved the approach proposed by the Network. However, it was clearly stated that the continued work on inter-agency mobility and topics that might enhance mobility was a key priority. The Committee noted that without the active participation of organizations, no mobility scheme would work.

63. Following up on the ongoing work being carried out on the mandatory age of separation, the spokesperson of the working group on that issue, Pedro Guazo Alonso of the World Food Programme (WFP), gave a briefing on the group's final report. Th working group had been convened by the Committee with a mandate to review all aspects of an increase in the mandatory age of separation, including innovative and flexible modalities in applying the rule. The final report took a comprehensive approach to the issue of possible changes in the mandatory age of separation and impacts on organizations, from a human resources and financial perspective, and on staff members, including both current and future beneficiaries of the pension plan. The document also considered case studies of flexible retirement modalities and succession planning programmes that some organizations had introduced and discussed a possible change to the rules of the United Nations Joint Staff Pension Fund that would facilitate the further development of flexible and phased retirement programmes. The report of the working group, as approved by the Committee, would be transmitted to the Commission in view of its consideration of the matter at its summer 2012 session.

64. The working group recognized that from the perspective of the Pension Fund, there was no pressing financial need to increase the retirement age. On the contrary, the harmonization of practices and the introduction of flexible retirement programmes represented attractive endeavours. However, if flexible programmes were to work and be attractive to staff, there was a need to make adjus aents so that staff could continue to provide full contributions to the Pension Fund.

65. The Human Resources Network concluded that its ongoing role should be to conduct an annual or biannual analysis of trends in various organizations, recognizing the difficulty of obtaining accurate and complete data. The Network had already begun this work by identifying data tables that organizations would need to provide.

66. In its deliberations, the Committee supported the efforts of the working group, indicating consensus on the desirability of flexible arrangements, such as part-time options, that helped both staff and organizations. However, any schemes put in place should be fair and equal and should not pose an obstacle to rejuvenation and career development for other staff.

67. In relation to the topic of the mandatory age of separation, it was noted that the review, and possibly the harmonization, of post-retirement income limits might be desirable. This could be a future area of work for the Human Resources Network.[1]

68. The Committee:

(a) Fully recognized the severity of the current economic crisis and noted that organizations were undertaking measures to identify and implement efficiency savings and to increase effectiveness. The Committee also emphasized the importance of maintaining the competitiveness of the United Nations system as an employer;

[1] Some editorial changes to the Inter-Organization Agreement and to the final report on the mandatory age of separation were requested by the Food and Agriculture Organization of the United Nations (FAO), the United Nations Population Fund (UNFPA) and the World Health Organization (WHO). Both final documents would be shortly issued, after clearance by the relevant organizations.

(b) Took note of the decision of the International Civil Service Commission, in the context of its deliberations on the feasibility and suitability of reflecting the pay freeze of the comparator civil service in the administration of the post adjustment system, that existing mechanisms for adjusting United Nations salaries were working well;

(c) Strongly supported the Commission's decision on danger pay for locally recruited staff;

(d) Endorsed in principle the revised text of the Inter-Organization Agreement for application by all Committee member organizations as from 1 January 2012. The Committee requested the Human Resources Network to continue to explore ways in which to expedite the implementation of the Agreement and to promote inter-agency mobility in the context of the harmonization of business practices in the United Nations system;

(e) Endorsed the recommendations of the working group on the mandatory age of separation.

B. Finance and budget

1. Update on activities of the Finance and Budget Network

69. The Committee received an update from a Co-Chair of the Finance and Budget Network, Darshak Shah of the United Nations Development Programme (UNDP), on the progress made in initiatives being implemented by constituent working groups.

System-wide financial statistics database

70. Funded as part of the group of projects for the harmonization of business practices, the system-wide financial statistics database was aimed at simplifying, improving and modernizing the collection and reporting of system-wide financial statistics.

71. The Committee was informed that this project remained under budget and was on target for completion by the end of 2012. The Committee reaffirmed its commitment to the project and looked forward to seeing the result.

Safety and security costs

72. The working group on safety and security costs sought to develop an approach that would guarantee a transparent, consistent, predictable and equitable method for the allocation of the United Nations security management system portion of the Department of Safety and Security budget among participating agencies.

73. The working group had been formulating a discussion paper that provided a comprehensive review of all identified cost-sharing options and created a framework for evaluating each option against the agreed principles and objectives.

74. In November 2011, the Chair of the working group had presented the preliminary evaluation criteria and cost-sharing options to the Inter-Agency Security Management Network steering group. A draft document including comments by the Network had been circulated to the working group in December, and members had

been invited to provide responses to several key questions. Responses received from 20 agencies had served to greatly strengthen the evaluation criteria and the scope of cost-sharing options and highlighted associated advantages and disadvantages. After having revised and shared the draft document at the sixteenth session of the Network, the working group had presented the status of its work at a Finance and Budget Network videoconference held on 16 February 2012.

75. The Finance and Budget Network Co-Chair suggested that organizations should, internally as well as collectively, continue to explore the most suitable approaches to integrating safety and security requirements into programmes, in a manner that was sustainable, financially sound and politically acceptable.

76. During the discussion that followed, organizations expressed the need to better understand how the cost-shared budget of the United Nations security management system was calculated for shared security services, as well as what the cost elements were, and to better understand the details regarding the use of the security budget at the country level.

77. The need for the Department of Safety and Security to notify organizations of adjustments in a timely manner was raised by many members, since late requests ran the risk that a reduced budget would be made available. Action on this point would help to avoid discrepancies arising in the figures reported to organizations' governing bodies. The Finance and Budget Network Co-Chair reiterated the need to base the apportionment of the 2012-2013 budget of the system on the actual vacancy rate.

2. Common Treasury services

78. With the launch of the Treasury community of practice website in January 2010, the working group on common Treasury services had initiated a feasibility study to identify areas for harmonization. The consultancy firm KPMG had been appointed for the conduct of a full feasibility study, which had been presented as scheduled in June 2011. An executive summary of the company's findings had been presented to the Finance and Budget Network meeting held in Turin, Italy, on 21 September 2011. Since the Committee's subsequent endorsement of the project implementation plan, also in September 2011, the Treasury harmonization project had moved into the implementation phase.

79. The Committee was informed that at the implementation planning meeting held in New York on 5 and 6 December 2011, each of the four harmonization initiatives — relating to banking services, foreign exchange management, investments and payments — had been discussed in detail and agreement had been reached as to which opportunities to pursue and which agencies would participate and lead. The project implementation teams had been established, each with a project implementation plan. As the feasibility study moved into the implementation phase, efforts were made to ensure the leveraging of the full potential of the United Nations as a client, providing for the adoption of leading (best) practices and working towards the introduction of consistent reporting and a plan aimed at increased use of the website.

80. The Finance and Budget Network's presentation emphasized the transformative nature of the initiative, which had unique potential for cost savings. It had been established on an opt-in/opt-out basis, but, if it was to be effective, a

quorum of organizations was needed in order to achieve critical mass. The Network Co-Chair stressed the need for organizations to remain committed, since much effort and money had already been invested in the initiative.

81. The Network Co-Chair recognized that risk mitigation and management deserved priority attention. In the course of discussions, it became clear that organizations had different business models characterized by different risk profiles. The Committee was informed that further efforts to assess the various risk profiles, share information on risk and discuss risk mitigation approaches and risk management frameworks would be pursued by the Treasury working group.

3. Task Force on Accounting Standards

82. The adoption of the International Public Sector Accounting Standards (IPSAS) remains a key reform activity for the United Nations system. The Committee was presented with a progress report on IPSAS adoption, which provided an update from the Task Force on Accounting Standards and the system-wide IPSAS project team on the status of IPSAS implementation and post-implementation efforts in the United Nations system. All organizations reported that their overall implementation programmes were proceeding as planned.

83. The following additional agencies had completed key implementation steps and were on target to issue IPSAS-compliant financial statements for 2012: the International Labour Organization (ILO), UNDP, UNFPA, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services (UNOPS), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), WHO and UNAIDS. Some organizations had made considerable progress in the staffing of key posts, and many organizations now had a fully staffed IPSAS team in place. The priority was to now leverage the benefits of IPSAS at the operational level. The Committee was informed that organizations targeting implementation in 2013-2014 had completed several critical steps towards that goal, and that the alignment of their enterprise resource planning systems with IPSAS requirements remained a key focus. Owing to the fact there was a larger pool of implementers and more organizations were approaching their implementation dates, United Nations system organizations had a wealth of experience upon which to draw, bilaterally or through the Task Force.

84. Some organizations indicated the need, as the next phase of IPSAS adoption, to conduct an analysis of the feasibility of and opportunities for the implementation of accrual budgeting. The Committee tasked the Finance and Budget Network with reporting back on this matter. It also underlined the need to give due consideration, in discussions with Member States on the benefits of IPSAS implementation, to the related costs, particularly recurring costs.

85. The Committee:

(a) Took note of the progress made in the financial statistics project and recommended timely compilation in accordance with the agreed implementation plan;

(b) Took note of the progress made by the working group on common Treasury services and requested it to proceed with the agreed implementation plan,

noting the voluntary participation in the relevant common services, while emphasizing the importance of gaining and maintaining the critical mass of participating organizations required in order to reap the expected benefits within the estimated time frames;

(c) Took note of the recent achievements relating to IPSAS implementation and post-implementation efforts and of the support provided by the system-wide IPSAS project team;

(d) Took note of the update on the recent activities of the working group on safety and security costs, and requested the Finance and Budget Network to convene an ad hoc videoconference to review the cost-shared budget of the United Nations security management system for the biennium 2012-2013;

(e) Requested the Finance and Budget Network to take up the issue of accrual budgeting and to report back to the Committee with its recommendations on the matter.

C. Procurement

86. The Chair of the Procurement Network, Vanja Ostojic of ILO, presented the work of the Network to the Committee.

1. Enabling modalities for collaborative procurement and progress on the project on the harmonization of business practices, entitled "Procurement Process and Practice Harmonization in Support of Field Operations"

87. The objectives of the project entitled "Procurement Process and Practice Harmonization in Support of Field Operations" were: (a) to create a common framework for the harmonization of procurement-related regulations, rules, policies, procedures and business practices; (b) to document and include country-level outcomes and best practices in collaboration with the United Nations Development Group Reference Group on Common Services and procurement in (selected) countries; and (c) to develop a standardized toolkit for country-level procurement practitioners, taking into account best practices, needs and insights at the country level.

88. The Network recommended the integration of specific "considerations" facilitating United Nations cooperation into the regulatory frameworks of United Nations organizations. These considerations, which had the objective of promoting and facilitating common procurement at the country level, were:

(a) Cooperation with United Nations organizations: A dedicated section on United Nations cooperation in the organization-specific procurement manual based on template texts;

(b) Long-term agreement/framework agreement/system contracts: the use and sharing of long-term agreements are encouraged and explained in detail;

(c) Restrictions when cooperating: cooperating with United Nations organizations is encouraged and not limited by restrictions;

(d) Conducting procurement on behalf of other United Nations organizations: detailed provisions for providing or using procurement services of other United Nations organizations.

89. The Procurement Network also recommended that members specify the conditions under which a secondary procurement review might be waived when cooperating with United Nations entities (as outlined in para. 88 (a) above), while ensuring appropriate internal control.

2. Collaborative procurement

90. Cooperation in procurement could deliver substantial (monetary and non-monetary) benefits. Collaborative procurement was therefore one of the key priority areas for the Network.

91. At its spring 2011 session, the Network had agreed to adopt a more concerted approach to the collaborative procurement of products or services that were cross-cutting for Network members. Since then, the Network had completed two such initiatives, in the areas of freight forwarding and cargo insurance, while several organizations were collaborating in the area of insurance for consultants, which could also yield considerable cost avoidance. Furthermore, in July 2011 the steering committee on the harmonization of business practices had approved funding for a new project on the collaborative procurement of vehicles. This project could generate cost avoidance of between $20 million and $30 million annually with full system buy-in.

92. The Procurement Network was currently in the process of carrying out a United Nations system-wide procurement spending analysis to identify additional areas for possible collaboration. The most promising areas identified in the analysis were information technology (IT) hardware and software, travel and IT and management consultancies.

93. In order to present the benefits of cooperation in procurement in a coherent manner, the Network was also in the process of agreeing on common terminology and methodologies for reliably measuring the benefits of collaborative procurement. In fact, such benefits could be overstated, and organizations had to make programmatic decisions about when collaborative procurement made sense.

94. Finally, significant attention had been given to improving collaboration at large duty stations and identifying the benefits that had been realized. The Network recommended that initiatives such as those carried out in Geneva, Rome and Copenhagen be replicated in other places where the United Nations had a large headquarters presence.

3. Updating of guidelines on "Common United Nations procurement at the country level"

95. The final item presented by the Network was the document entitled "Common United Nations procurement at the country level". This document provided assistance to United Nations country teams in identifying and developing strategies for the implementation of procurement initiatives in which several United Nations organizations were involved. By supporting common procurement initiatives, the guidelines promoted the harmonization of business practices and helped to improve both the effectiveness and the efficiency of United Nations procurement activities.

96. The document was the successor to "Guidelines for harmonized United Nations procurement at the country level", which had been endorsed by the Development Operations Coordination Office of the United Nations Development Group in 2009. Since then, the document had undergone a substantial revision based on user feedback. The Procurement Network recommended that its members apply, consistent with their regulations and rules, the modalities of "Common United Nations procurement at the country level" to their organization-specific operational frameworks.

97. The use of this document should result in more effective and efficient cooperation in procurement among United Nations organizations both at the country level and at Headquarters. It should also lead to increased benefits for United Nations country teams through greater value for money and efficiency by combining needs (as in joint solicitations), and to reduced administrative costs by eliminating duplication of tasks.

98. Furthermore, the document also reflected the Procurement Network's recognition of the need to adopt guidance on cooperation among United Nations organizations at all relevant levels of the regulatory frameworks of its members. The approval of the document also built upon the adoption of the aforementioned enabling modalities.

99. The Chair of the Network expressed his appreciation to UNDP for having provided a staff member to support the Network.

100. In the ensuing discussion, the Committee expressed strong support for the ongoing work in this area. It expressed some concern regarding the complexity of the document "Common United Nations procurement at the country level" and asked the Network to continue its work to simplify it in order to facilitate its use by United Nations country teams.

101. Several organizations noted that the work of the Network on collaboration was particularly useful for smaller organizations.

102. The Committee:

(a) Took note of the status report on the project entitled "Procurement Process and Practice Harmonization in Support of Field Operations";

(b) Endorsed the recommendation made by the Procurement Network on the considerations that facilitated United Nations cooperation in procurement;

(c) Requested the organizations to provide regular updates through the Procurement Network on the status of implementation of those considerations;

(d) Expressed appreciation for the continuing efforts by the Procurement Network to deliver cost savings and improved effectiveness through collaborative procurement initiatives, and recommended that investments in this direction be intensified. The Committee also supported the Procurement Network initiative aimed at agreement on common terminology and methodologies for measuring the benefits of collaborative procurement;

(e) Endorsed the Procurement Network's decision on the document entitled "Common United Nations procurement at the country level";

(f) Recommended that its members use, consistent with their regulations and rules, the modalities of "Common United Nations procurement at the country level" in their organization-specific operational frameworks and encourage organizations to apply them. Furthermore, the Committee requested the Procurement Network to continue its work with a view to increased simplification and user-friendliness of the guidelines and the establishment of measures to monitor performance and the benefits of common procurement.

D. Information and communications technology

103. The Secretariat presented an update on behalf of the Chair of the Information and Communication Technology Network, Angela Kane. The Committee was reminded that the data communications study completed in 2010 had proposed several initiatives intended to increase coherence and efficiency in the system-wide application of global telecommunications services. One of those initiatives, common country office data communications, was under way under the leadership of WFP and was aimed at the harmonization of business practices. A second initiative proposed by the study, a United Nations core gateway, had begun as a pilot led by the Secretariat and included the participation of several agencies.

104. This project would link agencies together within a private network, leading to benefits that included improved communications and reduced network operating costs. The pilot would use existing resources of the agencies involved. Once the system was operational, testing would proceed in terms of utilizing the service for telephone and videoconferencing services and for shared network access among country offices. Subsequently, a complete project plan would be developed, including a business outline and governance components.

105. The Committee was updated on progress made under the ICT costing project, an initiative funded as part of the group of projects for the harmonization of business practices, without any additional costs in order to include more agencies in the project. The project was being led by the United Nations Office on Drugs and Crime (UNODC) and had so far engaged nine organizations in the calculation, tracking and benchmarking of their total ICT expenditure. Challenges associated with the project were explained as related to data availability and comparability, since not all organizations used enterprise resource planning systems and certain ICT functions were outsourced by some organizations.

106. In addition, cybersecurity remained a critical component of the Network workplan, and the working groups continued to develop the priority areas of awareness, incident response and policies and standards and to provide support to the High-level Committee on Programmes working group on cybercrime and cybersecurity. The Network continued to be involved in the provision of support for country-level ICT activities, through its working group in that area and in conjunction with the United Nations Development Group.

107. The Committee took note with appreciation of the briefing provided by the Information and Communication Technology Network. The Vice-Chair expressed appreciation to the outgoing Chair of the Network. Consultations would be conducted with respect to a successor.

VII. Dual location of the Chief Executives Board for Coordination secretariat

108. The Vice-Chair of the Committee recalled paragraph 111 of General Assembly resolution 66/246, in which the Assembly requested the Secretary-General, in his capacity as the Chair of CEB, to consult all the participating organizations on consolidating the CEB secretariat at United Nations Headquarters in New York and to report thereon to the General Assembly at its sixty-seventh session.

109. The Secretary of CEB, Thomas Stelzer, provided the Committee with the results of the survey conducted late in February on the consolidation of the CEB secretariat. He recalled that on 24 February he had written to CEB sherpas informing them of the Secretary-General's intention to consult with CEB members on this matter at the Board's spring 2012 session. In the meantime, the Secretary-General had decided that at the spring session, which would coincide with the first year of his second term, he would initiate the second phase of the CEB review, which had been foreseen upon the completion of the most recent review of the Board's role and functions, initiated in 2007. This second phase of the review would examine the wider context of many Board issues, including that of the dual location of its secretariat. The Secretary noted that the Secretary-General would consult with CEB members on this matter at the Board's spring 2012 session.

110. In the discussion that followed, Committee members indicated that considering the location issue in the broader context of a more strategic and comprehensive review of the role of CEB represented a sensible approach.

111. Many members expressed strong support for maintaining the current, dual-location arrangements of the CEB secretariat as a correct response to practical and political considerations as well as cost-efficiency arguments.

112. The Under-Secretary-General for Safety and Security noted that there was a strong perception in the United Nations system that the Organization was already too New York-centric and that consolidating the CEB secretariat in New York would add to that feeling. He added that the Inter-Agency Security Management Network would not appreciate seeing the CEB secretariat operate in only one location, as the Network valued the fact that it served the Chief Executives of the agencies, funds and programmes in locations other than New York.

113. The Vice-Chair of the International Civil Service Commission indicated that the current arrangements of the CEB secretariat were working well for the Commission.

114. The Committee noted that the issue of the secretariat's dual location would be considered in the context of the next phase of the CEB review, and requested that the issue be analysed in a comprehensive manner, taking into account the needs of organizations located outside New York. Considerable support was expressed for the current arrangements.

VIII. Other business

A. Current financial situation of the United Nations Educational, Scientific and Cultural Organization and what the United Nations system can do to help

115. The Committee heard a briefing by Getachew Engida of UNESCO on the current financial situation of the organization. The presentation referred to a letter from the Director-General of UNESCO to the Secretary-General regarding payments for inter-agency bodies and activities.

116. UNESCO provided further clarification to the Committee, confirming that the United States of America remained a committed member of the organization and an active member of its Executive Board.

117. The Committee took note of the presentation by UNESCO.

B. Gender mainstreaming and gender equality: system-wide action plan for gender equality and the empowerment of women — an accountability framework

118. In 2006, CEB had endorsed a system-wide policy on gender equality and the empowerment of women, in accordance with the agreed conclusions 1997/2 of the Economic and Social Council. It had also requested the Inter-Agency Network on Women and Gender Equality to prepare, in a participatory and consultative manner, a United Nations system-wide action plan as a means to operationalize the policy and accelerate the mainstreaming of a gender perspective into the policies and programmes of the United Nations system. The plan, reflecting a system-wide understanding of concepts, norms, standards and indicators, was to be implemented by strengthening the work of the United Nations system on gender equality and the empowerment of women at both the system-wide and entity levels. Aparna Mehrotra of UN-Women reported to the Committee on the system-wide action plan.

119. Consultations for the development of the plan, coordinated by UN-Women, had engaged, in a highly participatory manner, 51 entities, Secretariat departments and offices and inter-agency coordination bodies, which had often involved multiple consultations with each entity. The process comprised two phases: the first had yielded a draft framework ready for testing by pilot entities, while the second comprised the testing of the plan for feasibility and viability by eight pilot entities, constituting a representative sample of the funds and programmes, the specialized agencies and the offices and regional commissions of the Secretariat.

120. In 2012, entities would be expected to prepare, with the support of UN-Women, for initial reporting in 2013, which would set a baseline for the United Nations system. Between 2017 and 2019, entities would be expected to meet all requirements set out in the plan. Reporting by entities to UN-Women on the plan would also be expected. UN-Women would consolidate individual entity reporting to inform the report of the Secretary-General to the Economic and Social Council on mainstreaming a gender perspective into all policies and programmes in the United Nations system. It would thus facilitate and substantiate accountability to Member States for the work of the United Nations system on gender equality and the

empowerment of women. The system-wide action plan also included a roll-out strategy to ensure both the continued engagement of all United Nations system entities, backstopped by UN-Women, as appropriate and feasible, and adequate capacity across the United Nations system for the implementation of the plan. The centrality of the roll-out phase to the sustainability and success of the plan could not be overemphasized.

121. During the discussions, organizations congratulated UN-Women on its organizational capabilities, the extensive and participatory consultative process and the high quality of the final product. Organizations that had participated as pilots reported that the exercise had been feasible and very positive and rewarding; some also reported that it had significantly enhanced their internal capacity to promote gender equality and the empowerment of women. Over all, the system-wide action plan, as an instrument and process, was considered to be excellent and was strongly supported. While one member expressed concern about the costs of reporting and collecting data, others offered their partnership to entities of the United Nations system in the context of implementing the plan. Still others noted that the system was already beginning to be aligned with the plan as a result of its development process.

122. The Committee took note of the progress achieved in the development of the system-wide action plan for the implementation of the United Nations system-wide policy on gender equality and the empowerment of women, and encouraged organizations to continue their collaborative approach to accelerating gender mainstreaming across policies and programmes, and to promoting gender equality in the United Nations system.

C. United Nations System Staff College: training and learning programmes for the United Nations system

123. The Deputy Director of the United Nations System Staff College briefed the Committee on the activities of the College. In his presentation, he noted the success of the College's operations managers' course, which had had 250 participants to date. The course combined a programme and operations, and its content had resulted from collaboration between the College and the Committee under the plan of action for the harmonization of business practices.

124. The Committee was also briefed on the United Nations Leaders Programme, carried out in collaboration with leading educational institutions.

125. The current sources of funding for the College were fees and contracts (71 per cent), bilateral support (23 per cent) and the United Nations system (6 per cent), amounting to $500,000 a year. Noting this financial framework, the College requested that Committee organizations provide support by promoting courses and encouraging staff to take advantage of available training and development programmes.

126. The Deputy Director also asked for a more strategic partnership with organizations with regard to staff participation in courses. Putting in place systematic arrangements for course participation was in the interest of both the College and organizations, as it improved planning.

127. The Committee expressed appreciation for the presentation and noted that United Nations System Staff College courses were relevant and of high quality. It was noted that the targeting of managers was a good building block for sound management skills in organizations. However, several organizations stated that funds for training and learning activities were scarce and underlined the need for non-traditional learning methods. In this context, it was proposed that a strategic discussion on learning in the United Nations be held at a future meeting of the Committee.

128. The Committee took note of the briefing by the Deputy Director of the United Nations System Staff College on the work of the College in support of the Committee's agenda.

D. Environment Management Group sustainability report

129. A report of the Environment Management Group on sustainability was presented to the Committee by Christophe Bouvier of the United Nations Environment Programme (UNEP). The report was the product of an inter-agency consultative process to help ensure greater environmental and social sustainability in the work of the United Nations system as a whole. Currently, the implementation of environmental and social sustainability measures by United Nations organizations was uneven. Several entities within the United Nations system were already utilizing such measures, but those practices were not consistent or readily comparable.

130. The senior officials of the Group had requested it to undertake a consultative process and prepare a report presenting options for a United Nations system-wide approach to "environmental and social safeguards"; the terminology had later been changed to "environmental and social sustainability framework". The report contained a broad policy framework for joint action and a statement by the heads of agencies.

131. The rationale for this work was that the systematic use of an environmental and social sustainability framework across United Nations entities would allow the United Nations system to demonstrate sustainability leadership and would enhance the system's accountability for the environmental and social sustainability of its policies and practices. Efforts to that end had moved forward in the area of the sustainability of United Nations management.

132. At this juncture, the costs to be incurred by each United Nations entity as a result of the implementation of environmental and social sustainability measures were not known, and they could be expected to be highly variable. However, the implementation of a common framework would facilitate further sharing of costs and resource needs among agencies.

133. The Committee took note of the report of the Environment Management Group with a view to reviewing it in connection with its financial and other implications in the area of management.

IX. Conclusions resulting from the executive session

134. Under the guidance of the new Chair of the Committee, to be appointed by CEB at its spring 2012 session, the CEB secretariat would undertake consultations with Committee member organizations and develop a proposal regarding possible new formats for Committee meetings, with specific focus on the need to prepare and conduct discussions of a strategic nature on subjects of key relevance for the most senior administrative managers of the organizations of the United Nations system. The proposal would also address the issue of the formats and timeliness of Committee documentation, as well as the relationship with Committee networks.

Annex I

List of participants

Vice-Chair:	Jan Beagle, Joint United Nations Programme on HIV/AIDS
Secretary:	Remo Lalli, Chief Executives Board for Coordination secretariat

Organization	
United Nations	**Gregory Starr** Under-Secretary-General, Department of Safety and Security
	Kim Won-soo Assistant Secretary-General and Deputy Chef de Cabinet, Executive Office of the Secretary-General (remote participation)
	Simona Petrova Principal Officer, Executive Office of the Secretary-General (remote participation)
	Vivian van de Perre Chief, Office of the Under-Secretary-General for Management
	Anne Marie Pinou Special Assistant to the Under-Secretary-General for Safety and Security and Secretary of the Inter-Agency Security Management Network
	Eddie Yee Woo Guo Member of the Change Management Team (remote participation)
	Steven Siqueira Member of the Change Management Team (remote participation)
ILO	**Telma Viale** Director, ILO Office, and Special Representative to the United Nations
	Vanja Ostojic Senior Procurement Adviser and Procurement Network Chair
FAO	**Nick Nelson** Assistant Director-General, Corporate Services, Human Resources and FinanceDepartment

Organization	
UNESCO	**Getachew Engida** Deputy Director-General
	Ana Luiza Thompson-Flores Director, Human Resources Management, and Co-Chair of the Human Resources Network
	Helen Assefa Senior Executive Officer
WHO	**Mohamed Jama** Assistant Director-General, General Management
	Nicole Krüger Management Officer
World Bank	**Robert Simpson** Global Security Operations Coordinator
International Monetary Fund	**Frank Harnischfeger** Director, Technology and General Services Department
ITU	**Julia S. Watt** Chief, Human Resources Management Department
	Anders Norsker Chief, Information Services Department
World Meteorological Organization	**Joachim Müller** Director, Resource Management Department
International Maritime Organization	**Jo Espinoza-Ferrey** Director, Administrative Division
World Intellectual Property Organization	**Ambi Sundaram** Assistant Director-General, Administration and Management
International Fund for Agricultural Development	**Iain Kellet** Chief Financial Officer
United Nations Industrial Development Organization	**Georgios Anestis** Director, Operations Support Services Branch
International Atomic Energy Agency	**Janice Dunn Lee** Deputy Director-General and Head of Management

Organization	
United Nations World Tourism Organization	**Taleb Rifai** Secretary-General
	Emi Maccoll Chief of Cabinet
	José G. Blanch Director, Administration and Finance
	Carmen Molina Chief of Human Resources Section
	Alicia Gómez Programme Coordinator, Legal and Contracts
	Adriana Gaytan Programme Coordinator, Information and Communication Technologies
	Esperanza Melguizo Programme Officer, Travel Network
	Mónica González Programme Coordinator, IPSAS, for Finance and Budget Network
	Antonio Garcia Medrano Chief of Security for Inter-Agency Security Management Network
UNAIDS	**Jan Beagle** Deputy Executive Director, Management and External Relations, and Vice-Chair of the High-level Committee on Management
	Emelia Timpo Senior Adviser, New York Office
UNDP	**Darshak Shah** Deputy Assistant Administrator, Deputy Director and Chief Finance Officer and Co-Chair of Finance and Budget Network
	Irina Stavenscaia Botezatu Management Specialist, Bureau of Management
UNICEF	**Martin Mogwanja** Deputy Executive Director

Organization	
WFP	**Pedro Guazo** Director, Finance and Treasury
	Robert Opp Director, Business Innovation and Support
UNFPA	**Subhash K. Gupta** Director, Division for Management Services
UNRWA	**Laura Londén** Director of Administrative Support
UNHCR	**T. Alexander Aleinikoff** Deputy High Commissioner for Refugees
	Kumiko Matsuura-Mueller Controller and Director, Division of Financial and Administrative Management
United Nations Human Settlements Programme	**Naison Mutizwa Mangiza** Special Adviser to the Executive Director
United Nations Office at Vienna/United Nations Office on Drugs and Crime	**Dennis Thatchaichawalit** Director, Division for Management
UNEP	**Christophe Bouvier** Chief, Office for Operations
UNOPS	**Vitaly Vanshelboim** Deputy Executive Director
United Nations Conference on Trade and Development	**Angelo Galindo** Chief, Resources Management Service
International Trade Centre UNCTAD/WTO	**Eva K. Murray** Director, Division of Programme Support
United Nations System Staff College	**Jafar Javan** Deputy Director and Head of Programmes
UN-Women	**Aparna Mehrotra** Senior Adviser, Coordination, and Focal Point for Women in the United Nations System
Regional commissions	**Amr Nour** Director, New York Office
International Organization for Migration	**Laura Thompson** Deputy Director-General

Organization	
Comprehensive Nuclear-Test-Ban Treaty Organization	**Frances Boyle** Director, Division of Administration
World Trade Organization	**Mira Bacelj** Director, Human Resources Division
ICSC	**Wolfgang Stoeckl** Vice-Chairman
Federation of International Civil Servants' Associations	**Mauro Pace** President
	Michel Julian Chair, United Nations World Tourism Organization Staff Association
Coordinating Committee for International Staff Unions and Associations of the United Nations System	**Peggy Nelson** President of World Food Programme Professional Staff Association
CEB	**Thomas Stelzer** CEB Secretary and Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs
CEB secretariat	**Remo Lalli** Secretary of High-level Committee on Management
	Ronny Lindstrom Senior Adviser on Harmonization of Business Practices
	Richard Maciver ICT Specialist and Webmaster

Annex II

Checklist of documents

Title	*Document symbol*
Revised provisional agenda	CEB/2012/HLCM/1/Rev.1
Revised provisional programme of work	CEB/2012/HLCM/1/Add.1/Rev.1
Review of the security level system	CEB/2012/HLCM/2
New Policies adopted by the Inter-Agency Security Management Network	CEB/2012/HLCM/3
Committee workshop on improved efficiency and cost control measures	CEB/2011/HLCM/30
Report of the Subcommittee on Improved Efficiency and Cost Control Measures	CEB/2011/HLCM/31
The change plan: final report of the Change Management Team	—
General Assembly resolution on the United Nations common system: report of the International Civil Service Commission	A/RES/66/235
Outcome of the seventy-fourth session of the International Civil Service Commission: pay freeze	CEB/2012/HLCM/8/Rev.1
Outcome of the seventy-fourth session of the International Civil Service Commission: other matters	CEB/2012/HLCM/8/Add.1
Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances	CEB/2012/HLCM/4
Final report of the working group on the mandatory age of separation	CEB/2012/HLCM/5
Common Treasury services: status report	CEB/2012/HLCM/7/Rev.1
IPSAS adoption progress report	CEB/2012/HLCM/6
Enabling modalities for collaborative procurement and progress report on "Procurement Process and Practice Harmonization in Support of Field Operations"	CEB/2012/HLCM/9
Updated inter-agency guidelines for country-level procurement	CEB/2012/HLCM/10

Title	*Document symbol*
Terms of reference for the study of CEB secretariat consolidation	CEB/2012/HLCM/XXIII/INF.3
Letter from the Director-General of UNESCO to the Secretary-General on joint machinery contribution	CEB/2012/HLCM/XXIII/INF.4
UN-Women: system-wide policy on gender equality	CEB/2012/HLCM/11
System-wide action plan	CEB/2012/HLCM/XXIII/INF.1
System-wide action plan: performance indicators (technical notes)	CEB/2012/HLCM/XXIII/INF.2
United Nations System Staff College: Supporting the agenda of the High-level Committee on Management	CEB/2012/HLCM/12
Information note by the secretariat of the Environment Management Group	CEB/2012/HLCM/14
A framework for advancing environmental and social sustainability in the United Nations system	CEB/2012/HLCM/13

Annex III

Statement by the Federation of International Civil Servants' Associations

Let me first thank you for the opportunity to address the High-level Committee on Management. I should like to join previous speakers in wishing the former Chair, Ms. Sheeran, all the best in her future endeavours. We appreciated Ms. Sheeran's efforts to improve our dialogue, and we hope that this will continue under the new leadership of the Committee. In recent years, the Federation of International Civil Servants' Associations has been trying new approaches on agenda item 2, "Dialogue with staff federations". Our presence in discussions on additional items are proof of our interest in engaging in substantive exchange with you, the management of the common system organizations. Your offices are administering the financial and human resources; you are in charge of the most important asset of the organizations, the staff; and in most cases you are also the primary interlocutors of the staff representative bodies. Talking to each other is absolutely essential.

Today, clear and open communication is a matter of a vital importance. The economic crisis is affecting the budgets and the operations of our organizations to a considerable extent; staff and management are coping with a series of measures aimed at realizing savings; the call for efficiency measures by Member States is increasing. We need to understand each other's reasons and what the Member States want from us.

Let us recall here that international organizations are intended as vehicles for socioeconomic development, and this does not necessarily translate into the pursuit of Member States' individual interests; actually, it is quite the opposite.

Article 100 of the Charter of the United Nations, reaffirming the independence of the United Nations and its distance from individual Governments' instructions, is of particular importance in this respect.

We, as organizations, address global challenges that require global solutions, and we, as staff, are committed to working together in mutual respect and cooperation to help countries create the political, social and economic conditions for development. Nevertheless, it is our impression that political interference is increasingly affecting the functioning of the common system.

The recent events in the Fifth Committee, which led to the approval of General Assembly resolution 66/235 and to difficult discussions in the session of the International Civil Service Commission that concluded last week in Bangkok, led me to some reflections.

The economic downturn is currently being evoked as a reason to cut our conditions of service and force changes — generally unwanted — in the way we work. The formula "doing more with less" is cited continuously as a key solution to our problems. However, this has been going on for years, and we should not forget that "quantity" is not the only dimension of our work. We should ask ourselves whether we have reached the break-even point where the "quality" standards of our output are being affected and, eventually, whether the existence of the international civil service is at risk.

Some donor countries are seeking even further cuts to be made in the United Nations budget and our conditions of employment. If we just think about the fact that the world military expenditure in 2010 was $1.6 trillion, and that the objective of committing 0.7 per cent of gross national product to official development assistance is still far from being achieved, it is difficult to comprehend how the priorities are determined, and even more difficult to explain to staff, especially those at the forefront of maintaining the peace and feeding the poor.

The Commission, in examining the feasibility and suitability of reflecting the comparator's freeze in United Nations pay, decided that it "did not have the authority to take measures in the administration of the post adjustment". Thus, the issue will now be returned to the Member States. FICSA intends to intensify its lobbying on the issue and would like to request the administrations to do the same. As I previously said, aside from the financial aspects, this issue is a question of principle — of safeguarding the independence of the international civil service and of its advisory and decision-making bodies.

Regarding other issues on your agenda, we shall say a few words during the relevant discussions: we shall intervene on safety and security matters, to express our appreciation for the cooperation with the Department for Safety and Security and the interaction with the Inter-Agency Security Management Network, as well as to reiterate our strong reservations on the use of armed private security companies. A related issue is that of danger pay for locally recruited staff; FICSA welcomed the decision of the International Civil Service Commission to increase the level to 30 per cent of the midpoint of the salary scale, but was disappointed that danger pay would subsequently be delinked from the salary. We are concerned at the absence of a methodology governing its future adjustments. We shall continue asking for a proper methodology at the next session of the ICSC, seeking at the same time more information on the impact of the transition from hazard to danger pay. Finally, our position on the mandatory age of separation is accounted for in the report of the relevant working group submitted for your consideration.

Please allow me one last observation about your agenda item 6, concerning the arrangements for the dual location of the secretariat of the Chief Executives Board for Coordination. Unfortunately, FICSA will not be present for the discussion on that topic included in the executive session tomorrow, despite the interest that we have in the conclusions that the HLCM will be drawing; as you will appreciate, this issue may have consequences for the quality and frequency of the relations between FICSA and the CEB organizations. In fact, the headquarters of many CEB members are in Europe, as is the FICSA secretariat, based in Geneva. Therefore, we are of the opinion that the CEB should keep part of its secretariat in Geneva. Not only does this arrangement still appear to be justified in terms of opportunity costs; it is also desirable from a governance standpoint, since it prevents an excessive centralization of system-wide activities in New York. We hope that the above factors will be taken into consideration.

While in Bangkok for the ICSC session, we were made aware of the great dissatisfaction of the approximately 1,000 local staff who had recently learned that the results of the salary survey showed that the salaries of General Service staff were 27 per cent higher than those of the local market, and that those of National Professional Officers were more than 40 per cent higher. These results are unprecedented, and we need to understand what the causes are. What we certainly

learned through this experience is that FICSA's constant call for more transparency in the salary survey process, at every step and particularly in field locations, is fully justified.

Finally, I would like to briefly bring to your attention several issues raised at the sixty-fifth FICSA Council on which staff are keen to see action: (i) organizations should consistently carry out exit interviews, and share the data and analyses with the staff associations/unions at regular intervals, such as quarterly or annually; (ii) staff would like to stress the importance of securing staff association/union participation in any redefinition of an organization's core functions; (iii) with regard to the recognition of dependency status, organizations should respect FICSA resolution 64/1 and make every effort to implement best practice and to eliminate the deficiencies, unfairness and inequality existing in some organizations; (iv) staff are also concerned about career development, particularly opportunities to advance from one category to another, and urge the organizations to facilitate internal upward advancement; and (v) the issue of non-staff is similarly of concern: non-staff should not carry out core functions, and the organizations should make provision for social protections for them.

In looking at a major document being discussed at this session, the change plan, we noted that two main deliverables are increased trust and staff engagement.

FICSA agrees that there is a crisis of confidence to be addressed: the staff representatives are able and willing to work with you on the achievement of these objectives.

Annex IV

Statement by the Coordinating Committee for International Staff Unions and Associations of the United Nations System

Madam Chair, ladies and gentlemen, on behalf of the Coordinating Committee for International Staff Unions and Associations of the United Nations System and its 17 member organizations, representing more than 60,000 staff members, let me begin by thanking the High-level Committee on Management for once again inviting us to speak with you about our concerns regarding the important issues on your agenda for this session. We welcome the opportunity for a dialogue on these points, and we express our deep appreciation for the progress in fostering an exchange of views.

There are several items during these two days that are of the utmost importance to staff, and thus also of very immediate importance to the organizations, in making the best use of their primary resource — their staff — to ensure the achievement of goals and mandates.

Security and safety of staff

Concerns about staff security and safety continue to rise as we see unsettled global situations that are becoming more frequent. As you all know, CCISUA represents a growing number of field-based staff. Concerns about their security and safety have not abated, but rather increased. United Nations working environments are becoming even more challenging. CCISUA remains very committed to working with the Inter-Agency Security Management Network to find swift and full responses to security challenges.

CCISUA was pleased to participate in discussions at the recent IASMN meeting in Bangkok, and welcomes the progress heralded with the introduction of minimum fire regulations. This is basic and an important step forward. We do believe, however, that we can and should move even further ahead by looking at all of the United Nations accommodations — including buildings, tents and other temporary shelters — that we occupy, and by putting the health and safety of staff, especially in field locations, at the forefront of our concerns. We know of instances where simple preventive measures could have facilitated the evacuation of unsafe premises, and we urge that worldwide awareness of fire and safety considerations be ensured, along with concerted efforts to evaluate premises and simple steps to modify working environments, provide for clear exits and ensure that all staff are aware of the steps that they need to follow in emergency situations.

Again at the most recent IASMN meeting, the subject of the use of private security companies for United Nations operations was raised. As we have voiced there and on many previous occasions, CCISUA does not agree with the use of private security companies to protect United Nations staff. We reiterate that if operations cannot be conducted by utilizing United Nations security staff, military personnel from contributing Member States or the national security forces, then United Nations staff should not be deployed in those areas. The Organization's decision should not be "when to stay", but "whether to stay". We believe that the use of private security contractors carries a higher risk to United Nations staff, exposing them to the possibility of public anger or retaliatory violence through no

fault or action of their own. A private security contractor could have unknown connections or accountabilities and could, for example, employ mercenaries or people who have been involved in war crimes. Using private security contractors raises concerns about reporting lines, quality control, the use of replacement staff and other critical issues. We trust that every proposal that concerns staff security will be carefully scrutinized for all possible ramifications for staff before a decision is made.

We suggest that a comparative analysis of the costs of employing internal security staff, and meeting special needs through the recruitment of temporary security personnel, should be undertaken as soon as possible. While we recognize the current financial constraints under which the United Nations organizations operate, we do not believe that safety and security are areas where cost-cutting will serve us well, and we would like an assurance that all steps have been taken to address CCISUA's top concern vis-à-vis safeguarding staff. When staff lives are at stake, there is no room for compromise.

We take this opportunity to once again highlight that all United Nations staff, regardless of contractual status, grade, level or place of recruitment, must be protected by the Organization. We also wish to stress that security risk assessments should be mandatory for every location where United Nations staff are working.

Mandatory age of separation

CCISUA continues to advocate review of the retirement age provisions. As we have noted on past occasions, there are several elements that call for this: (a) the worldwide trends on increases in the retirement age, taking note of increasing longevity; (b) the trend in which the differential between the years worked at the United Nations and the retirement years will continue to increase for United Nations staff — a demographic group whose life expectancy is one of the highest in the world; (c) the potential positive impact on the financial position of the United Nations Joint Staff Pension Fund; and (d) the recognition that this would keep pace with similarly placed funds. At a time when national Governments are increasing or eliminating their retirement age, this move in the United Nations would certainly ring true to Member States.

We also understand that some United Nations organizations do not think that the normal retirement age should be increased, as that might negatively impact the Organization's efforts to rejuvenate the workforce. However, we stress that retirement age issues are not a solution to performance management problems that need to be properly addressed through dialogue, training or corrective measures to help a staff member reach high performance levels.

The staff federations have asked our members what they think about this issue. By and large, staff seem supportive of a hike in any mandatory age of separation. Our position also continues to be that should the normal age of retirement increase, it must be without prejudice to the acquired rights of those who are currently in the system to retire with full benefits at the age of 60 or 62.

Harmonization of conditions of service

Not long ago, the General Assembly resolution on harmonization dealt a severe blow to many of our members, most especially those working at hardship

duty stations while separated from their families in the interest of helping others. Even support systems that had been in place to allow these staff to maintain family relationships and to refresh themselves with new energy for the job at hand have been undermined. We suggest that the United Nations system consider harmonization by undertaking to adopt best practices from among agencies to maximize lessons learned and reduce the stress experienced by staff as a result of varying conditions of service at field duty stations.

New challenges are following on the heels of those just mentioned. Any future discussion of a pay freeze should be undertaken only alongside an examination of whether the agreed methodology to attract staff to the international civil service has been properly followed over the past years. We think that an argument can be made that staff have already been subject to inadequate scaling of salaries to the comparator. We further advocate that while finances and cost savings should be kept in mind, they cannot be the compelling factors. Instead, the thinking should start from the perspective of staff welfare and morale, and of attracting the most talented workforce as foreseen in the Noblemaire principle. We would like to recall that this issue is also linked to encouraging mobility and attracting senior staff to difficult duty stations. Focusing on staff and staff productivity eventually contributes to better and, arguably, more effective and efficient programmes. We also welcome the work that is being undertaken regarding improvements that will allow staff to move more freely among organizations with fewer barriers and disincentives.

CCISUA has, on a number of occasions, highlighted the importance of the education grant as an essential element to effectively implement staff mobility, and has welcomed the fact that the underlying philosophy of the education grant has remained sound, as confirmed over time and through multiple reviews. We caution against reducing this grant. At the same time, we draw attention to the fact that locally recruited staff (who may be required to work at long distances from their actual home) do not have access to similar measures for their children. The education grant delivers value for money and compares very favourably with the comparator civil service. Regarding the education grant, it is important to ensure the same value of the grant to staff members as a proportion of his or her expenses, in order to avoid a situation in which staff members make choices concerning mobility (a priority of the Secretary-General) on the basis of the proportion of the education expenses that they would assume at a particular duty station.

Inter-agency mobility

Regarding inter-agency mobility, we note that there must be an emphasis on harmonizing conditions in order to make it attractive to staff and to ease the administrative burdens for organizations. We are pleased to see that work is proceeding on ensuring that staff concerns are addressed and that possibilities are increased for secondments and other arrangements that benefit both organizations and staff development.

Improving the efficiency and effectiveness of the United Nations system

CCISUA has read with interest the report of the Change Management Team that was set up by the Secretary-General to find ways to increase the efficiency, credibility and quality of the Organization's work. CCISUA appreciates the fact that

staff representatives of the staff unions of the Secretariat and funds and programmes acted as observers of the work of the Team.

However, without providing detailed comments on each recommendation, we would like to point out that many of them will have an impact on the conditions of service of staff. CCISUA wishes to make clear from the start that these are only recommendations, which, we have insisted in communication with the Secretary-General, must be subject to consultations with staff representatives at every level and in every organization of the United Nations common system.

Also, we have to note that the focus of most recommendations is on reducing costs rather than increasing efficiency. We believe that a balance between cost-saving measures and measures to improve efficiency is more appropriate, to ensure that the organizations will be able to continue to deliver on the mandates assigned to them by the Member States.

Consolidation of the Chief Executives Board for Coordination secretariat in New York

CCISUA takes note of the terms of reference for a study on the consolidation of the Chief Executives Board for Coordination secretariat, and expresses the concern that the proposal, while examining the internal structure and potential savings arising from consolidation, appears to take insufficient account of the fact that the CEB office in Geneva achieves efficiencies with respect to the large number of agencies based in Europe. We support the existence of the two CEB offices, which allows for more cost-effective interaction on the part of many of the CCISUA member organizations. We respectfully request that not only factors internal to the Board's functioning, but also factors with regard to its partners in the United Nations system, be taken into account in this study. We think that the findings will show cost-effectiveness as well as efficiency in continuing to have a Geneva-based section of the CEB secretariat.

Finally, once again, on behalf of CCISUA, I thank you for the opportunity to address this distinguished group and to engage in a discussion on some of the agenda items. We reiterate our commitment to work with the various organs of the CEB and to find solutions that benefit both the staff and the organizations that they serve during these challenging times.

Annex V

Comments by the United Nations International Civil Servants Federation on the report of the High-level Committee on Management on its twenty-third session (as submitted on 30 March 2012)

With respect to the Secretary-General's vision of an efficient Secretariat founded on, inter alia, improved accountability, the United Nations International Civil Servants Federation suggests that in order to achieve this aim, there have to be mechanisms to ensure consistency of implementation. Currently, accountability is implemented inconsistently and normally in a punitive manner. If we are to meet the Secretary-General's expectation, then the Organization can no longer hold some individuals blameless while targeting others.

UNISERV welcomes the support of the Committee for the increase in danger pay for local staff.

UNISERV supports the expedited implementation of the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances.

UNISERV fully supports a continuation of the current, dual-location arrangement of the CEB secretariat.